

Washington State Supportive Housing Institute

March – September 2008

Spokane, WA

The curriculum for the Supportive Housing Training Institute is based upon curriculum developed by the Corporation for Supportive Housing. This curriculum has been adapted for Washington State through a collaboration of the Corporation for Supportive Housing, Building Changes, and Common Ground.

Consultant Team:



Funded By:



The Washington State Supportive Housing Institute is a comprehensive, highly interactive project development initiative that will deliver targeted technical assistance to participating development teams from the State of Washington. The Institute will provide teams with the tools to create permanent supportive housing for homeless individuals, families, and those experiencing mental illness and other barriers to housing. The 2008 Institute includes eight small development teams from throughout the State of Washington representing eight primarily rural counties. Team members are representatives of community-based housing and services organizations, housing authorities, housing development organizations, and county government. Teams were selected in collaboration with the State of Washington Department of Community, Trade and Economic Development, the DSHS Mental Health Division, and Washington Families Fund.

Institute Overview

The Washington State Supportive Housing Institute will consist of:

- Seminars providing training and individualized project development
- Project work to be completed between sessions
- Periodic team teleconferences for individualized project assistance
- Tools and materials available online through Consultant Team's websites
- Final presentations of project concepts to potential funders and other participants

Each seminar will begin at 9:00 am and end at approximately 4:30 pm. Sessions will include presentations, peer problem-solving, facilitated group discussion, and focused work within each team to apply the information and tools to their unique projects.

Project Clinics: As part of the Washington Supportive Housing Institute, project teams will be able to access staff for individualized technical assistance through consultant site visits and teleconferences. Clinics will include discussions on the project concept and design, project presentations, and review of project work.

Institute Outcomes

In the course of the Washington Supportive Housing Institute, development teams will work to develop individual supportive housing project plans. Among the expected outcomes are:

- A strong partnership with the capacity to develop and manage multiple permanent supportive housing projects
- Memorandum of Understanding among members of the supportive housing development team, outlining the roles and responsibilities of each partner
- A permanent supportive housing project that is well designed ready to apply for financing, including funding plans for development, operations, and services
- A commitment of key local and state funders to support the current project and to entertain future projects
- Supportive service programs and strategies designed for specific target populations
- An ongoing statewide peer group of permanent supportive housing developers and operators

Session Dates and Topic Overview

SESSION 1: MARCH 18-19, 2008

➤ **Day 1: Introduction, Housing Development Process, and Project Concepts**

This session provides an overview of the Institute and an overview of the supportive housing development process. In addition, Institute trainers will work with teams to review and refine draft project concepts developed prior to the Institute.

➤ **Day 2: Partnerships and Team Development**

Participants will assess organizational capacity and determine which aspects of the supportive housing process they wish to take charge of and what they expect their partners to do. Participants will examine the elements of successful supportive housing collaborations and develop a Memorandum of Understanding to guide team members throughout the rest of the Institute and through a successful development process.

SESSION 2: APRIL 22-23, 2008

➤ **Day 3: Siting, Preliminary Design, Community Support**

Participants will review the many factors important to siting and designing supportive housing, including community support. Best practices for designing and operating supportive housing in ways that build community support will also be explored. Teams will develop specific siting and design strategies that work for their project's community.

➤ **Day 4: Navigating Design and Development Challenges**

The complexities, risks and challenges of “building the buildings” will be explored. Topics will include: capital budget development; the land use and entitlement process; construction administration; and the role of consultants. Trainers will also review green building practices and special design considerations in supportive housing. Teams will review and refine their development budgets and will consider risks they are likely to encounter—and need to plan for—in the development process.

MAY 7-9, 2008: No formal Session. Group and/or Project Team technical assistance sessions will be coordinated around the Washington State Coalition for the Homeless Annual Conference held in Yakima.

SESSION 3: JUNE 17-18, 2008

➤ **Day 5: Property Management and Operating Budgets**

Supportive housing has unique operational needs and challenges that affect all other elements of the project. Property management experts will discuss the realities of operating properties that serve homeless and disabled populations. An overview of strategies for funding project operations and support services will be provided; and, trainers will present sample operating budgets and supportive services budgets, illustrating the interconnectedness of these two elements of supportive housing operations. Teams will also work on their own operating budgets using these templates and lessons learned from the panel discussion.

SESSION 3: JUNE 17-18, 2008 (continued)

➤ **Day 6: Supportive Services Planning and Budgeting**

In this session, participants will continue exploring the variety of funding sources for supportive housing, specifically supportive services, and work on their own project budgets. Participants will learn about a variety of models for the delivery of supportive services. Teams will develop services programs and strategies for their own projects; teams will also develop conditions of tenancy that work best for their target populations.

SESSION 4: JULY 22-23, 2008

➤ **Day 7: Feasibility Testing and Funding the Project**

Teams will now have all of their major project components in place, and it is time to test the project's feasibility and seek funding commitments. Participants will learn how feasibility testing can result in either the demise of a project or in the momentum needed for a project to move forward and succeed. Participants will hear from experienced developers and begin to identify likely sources of predevelopment, construction, and permanent financing. The process required to arrive at a final design will also be described in detail, and teams will experiment with different mixes of project components.

➤ **Day 8: Tenant Selection, Leasing and Building Community**

Once a project is developed and the transition to operations begins, a web of agreements and contracts must be established between residents, property managers, and service providers in order to ensure that the goals of the project are achieved. Participants will finalize their supportive housing programs by developing two important tools: 1) a tenant selection and referral plan; and 2) operating policies for the housing program (which includes expectations for residents, service providers, and property managers). This session will also provide an overview of legal issues and factors that influence tenant success and turnover, as well as community building techniques within the property, such as developing natural and peer supports, and supporting people in gaining and maintaining employment.

AUGUST: No formal session. Technical assistance for Project Teams and/or site visits will be scheduled.

SESSION 5: SEPTEMBER 9-10, 2008 (1.5 days)

➤ **Day 9: Asset Management and Compliance; Presentation Practice**

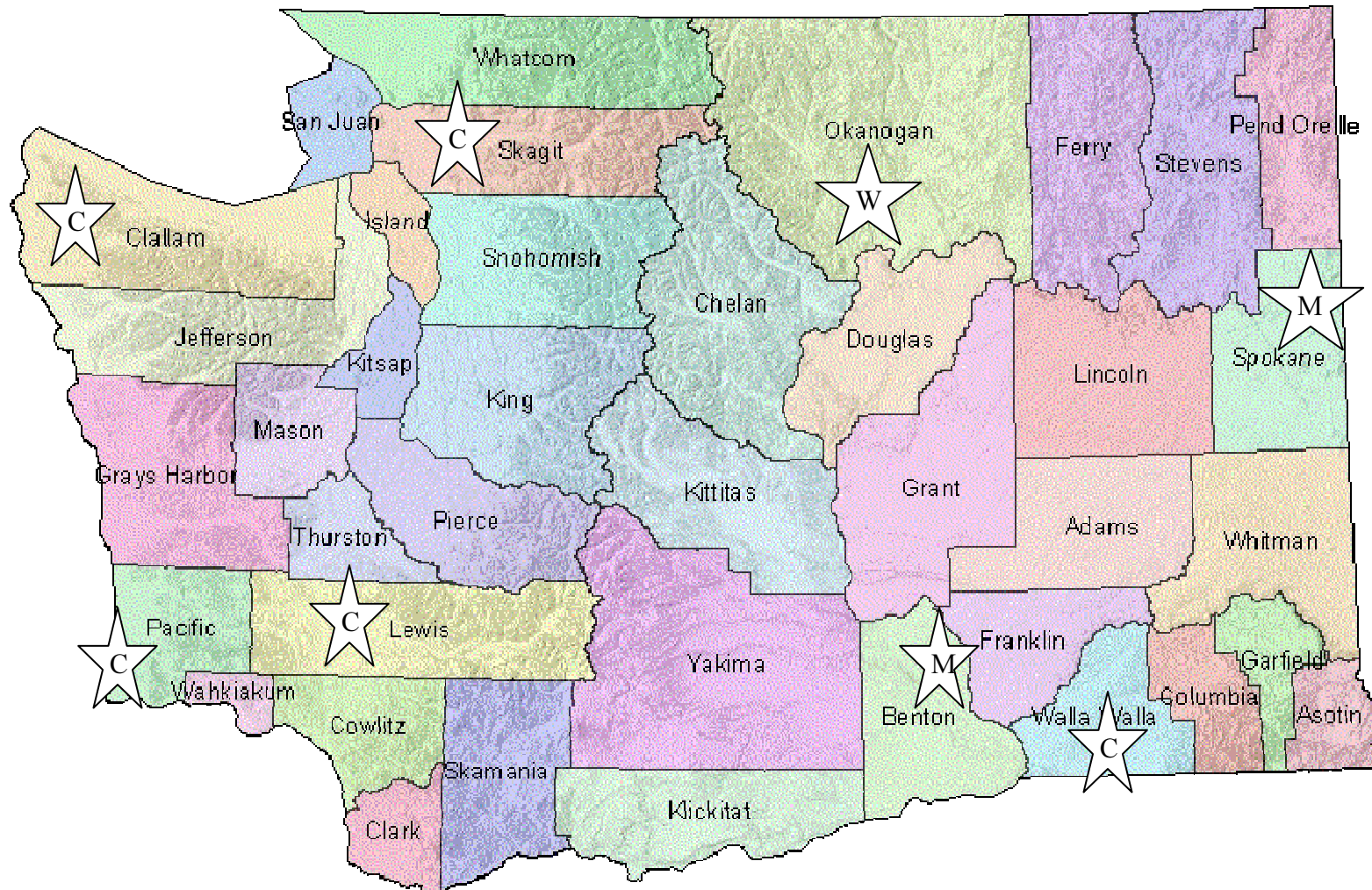
The effective stewardship of supportive housing is a challenge that every project owner and development team must be aware of. Trainers will describe the role of the asset manager and the expectations that funders have of the ownership team. Teams will review and plan for adverse project conditions 10 to 30 years into the future. Teams will also have time to work with trainers to develop their project plans for presentation.

➤ **Day 10: Project Presentations, Institute Wrap Up, Reception**

A final session will be held to present projects to peers and to potential funders.

Washington State Supportive Housing Institute - 2008 Teams

Washington State Counties



C= Washington State Department of Community, Trade and Economic Development

M= Washington State DSHS, Mental Health Division

W= Washington Families Fund

Consultant Team: Corporation for Supportive Housing, Building Changes, Common Ground / Funded By: Washington State Department of Community, Trade & Economic Development (CTED), DSHS/Mental Health Division (MHD), Washington Families Fund

Consultant Team



The [Corporation for Supportive Housing](#) (CSH) is a national, nonprofit organization that helps communities create permanent housing with services to prevent and end homelessness. CSH advances its mission by providing high-quality advice and development expertise, by making loans and grants to supportive housing sponsors, by strengthening the supportive housing industry, and by reforming public policy to make it easier to create and operate supportive housing. CSH delivers its core services primarily in ten states (California, Connecticut, Illinois, Indiana, Michigan, Ohio, Minnesota, New Jersey, New York, Rhode Island) and in Washington, DC. CSH also operates targeted initiatives in 6 states (Indiana, Kentucky, Maine, Massachusetts, Oregon, and Washington) and provides limited assistance to many other communities.



[Building Changes](#) is a catalyst for ending homelessness. We address the economic and social conditions that adversely affect people's housing, health, and job opportunities. Building Changes coalesces public and private resources to create lasting solutions, transforming the way people in need are served. Our diverse programs include:

- Managing funds to stimulate innovative housing and service solutions
- Supporting success through targeted consulting and technical assistance
- Fostering systems change through education and advocacy



[Common Ground](#) is a Washington state non profit organization with the mission of creating and preserving housing for people with low incomes and special needs.

We advance our mission by providing real estate development, organizational capacity building, program design and planning services to non profit organizations, housing authorities, and local, state and tribal governments. Common Ground has offices in Seattle and Spokane and provides services in communities throughout the state. We have developed approximately 4000 units of affordable housing, with our clients, since 1980. Over 70% of our housing projects include supportive housing units. Common Ground is also a leader in housing policy development and advocacy in Washington State.